関東難関私立大 英語 ＜読解編＞

この講座は，いよいよ迫る本番の入試に備えて，志望校レベルの過去問を通じて，実践力をつけていく構成となっています。本番を想定して，**20 分と時間を決めて，問題を解いてみてください**。講座のレベルとしては，いわゆる **GMARCH を筆頭とした関東の難関私大の過去問**を中心に，テキストを作成しています。

次に，**１時間と決めて，予習にしっかりと取り組んでみてください**。わからない単語を辞書で調べて意味を書き込む。カッコやスラッシュを使って，文構造を意識して，一文一文の意味を考えてきてください。

この直前期でも，授業後に，**長文は必ず音読を十回やってもらいます**。例年第一志望に合格した生徒たちが口をそろえて言います。授業後の音読十回のおかげで，本当に英語長文がすらすら読めるようになりましたと。それから，本テキストにある全ての単語を必ず覚えることもとても大切な復習となります。

地道な作業の積み重ねこそが，大事を成す唯一の手段であること。そして，授業を聞くだけの受動的な姿勢ではなく，**予習，復習を自らする能動的な姿勢こそが，大事を成す基本**であることは，この時期でも何ら変わらないので，お忘れなく。

肘井　学

目　次

第１講　英語長文演習①	p2
第２講　英語長文演習②	p10
第３講　英語長文演習③	p18

第１講　英語長文演習①

次の英文を読んで，設問に答えなさい。

Habitually late people can be frustrating and confusing to anyone kept waiting for them.

One main explanation for their behavior is deceptively simple, psychologists say: People simply underestimate how long a task will take.

That’s a little-known concept called the planning fallacy,（　ア　）is a strong tendency to habitually underestimate task completion. The planning fallacy is one of the most difficult behavioral patterns to change, experts say.

“This is a judgment that you’d think that people would be motivated to get right,” said (イ) Justin Kruger, a social psychologist and professor. “(ウ) There are all sorts of things discouraging and punishing people for being late, and the paradox is we’re late even when those punishments and consequences exist.”

This kind of behavior can slow down workplace efficiency and (エ) drive longtime friends to distraction while they wait for a late arrival. Researchers have studied the problem from all angles to get to why this happens.

● コロンの役割 ＝ [　　　　　　　　　　] を後ろで説明する

・There is an important thing: you should do it yourself.
「重要なことが一つある。君が一人でそれをやるべきだということだ。」

● There be S ～ing(p.p.) 構文

・There was **a cool wind blowing** off the sea.
△「海から吹いている冷たい風があった。」
○「冷たい風が海から吹いていた。」

NOTE

Roger Buehler, a psychology professor, estimates that people on average underestimate task-completion time by as（　オ　）as 40%. His studies have found the same issues for matters as（　カ　）as mailing a letter and as（　キ　）as income taxes.

Researchers have tested several strategies that have been found to help people slow to finish their work. One involves predicting how long it will take to get something done based (ク) on past experiences. Another is breaking down a task into very detailed steps.

(ケ) In a 2004 study, Dr. Kruger and a co-researcher found that when “unpacking” a task — or breaking it down into detailed steps — individuals provided more accurate estimates of how long something would take to get done. A study published in 2012 found that prompting people to mentally picture a task from the perspective of an outside observer caused them to make more realistic predictions about how long the tasks might take, said Dr. Buehler.

The research of Jeff Conte, an associate psychology professor, has found that there are some personality differences that can contribute to habitual lateness.

NOTE

A 2003 study he co-wrote examined 181 subway operators in New York City. The study found that those who preferred multi-tasking were more often late arriving at work.

In Dr. Conte’s research, Type A individuals — those who are fast-paced, achievement-oriented and hostile at times — tend to be more punctual, he said. Type B individuals, who are more relaxed and easy-going, tend to arrive later.

Across three previous studies, Type A individuals estimated that a minute passed in 58 seconds, compared with 77 seconds for Type B individuals. "So if you have an 19-second gap ... that difference can add up over time," Dr. Conte said.

(コ) <u>In terms of workplace lateness</u>, Lawrence T. White, a psychology professor, said organizational psychologists have found that employee lateness can be predicted by the age of an employee’s child. The younger the child, the more likely the employee will arrive late. Employee lateness is also predicted by low job satisfaction and a lack of organizational commitment, he said.

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問１　空所（　ア　）に入れるのに最も適切なものを a ～ d から一つ選びなさい。

a. it　　b. there　　c. what　　d. which

問２　下線部（イ）のクルーガー教授が言っている内容に最も合致しているものを a ～ d から一つ選びなさい。

a. He argues that punishments and consequences do not prevent people from being late.

b. He discusses the view that people are not late from a fear of punishments and consequences.

c. He insists that employers should give stricter punishments to late people.

d. He suggests that if employers change working hours the number of late people will decrease.

問３　下線部（ウ）を日本語に訳しなさい。

問４　下線部（エ）の言いかえとして最も適切なものを a ～ d から一つ選びなさい。

a. bring longtime friends a disaster

b. lead longtime friends to amuse themselves

c. make longtime friends become very irritated

d. see off longtime friends

問 5 空所（ オ ）～（ キ ）に入れるのに最も適切なものの組み合わせを a ～ d から一つ選びなさい。

a.（オ）far	（カ）practical	（キ）financial
b.（オ）long	（カ）little	（キ）vital
c.（オ）many	（カ）boring	（キ）big
d.（オ）much	（カ）small	（キ）critical

問 6 下線部（ク）に最も近い意味で 'on' が使用されているものを a ～ d から一つ選びなさい。

a. His team is on his murder case.

b. Jane was told to act on her aunt's advice.

c. The car runs 100% on electricity.

d. Will you call me on your arrival at the station?

問 7 下線部（ケ）で始まる段落で述べられていることと合致するものを a ～ d から一つ選びなさい。

a. Based on Dr. Buehler's 2012 study, employers are advised to place outside observers where slow employees work.

b. Forming an objective image of the task is essential to completing it in a fixed period of time.

c. The 2004 study and the 2012 study contradict each other in testing strategies to help people become slow to finish their work.

d. Unpacking a task is one of the strategies causing people to be slow to finish their work.

問８ 下線部（コ）で始まる段落が持つ役割として最も適切なものをａ～ｄから一つ選びなさい。

a. to advise slow employees to seek workplaces where they will be able to get job satisfaction

b. to make psychologists familiar with new ways of predicting employee lateness

c. to show that employers have ignored the problem of job dissatisfaction

d. to show habitually late employees can have other reasons for being late than their personality

第２講　英語長文演習②

次の英文を読んで，問に答えなさい。

Something very big happened in the last decade. The world went from connected to (ア) hyperconnected in a way that is impacting every job, industry and school, but was largely disguised by post-9/11 and the Great Recession. In 2004, Facebook, Twitter, cloud computing, 4G wireless, ultra-high-speed bandwidth, big data, Skype, system-on-a-chip (SOC) circuits, iPhones, iPods, iPads and cellphone apps didn't exist, or were in their infancy.

Today, (イ) not only do all these things exist, but, in combination, they've taken us from connected to hyperconnected. Now, notes (ウ) Craig Mundie, one of Microsoft's top technologists, not just elites, but virtually everyone everywhere has, or will have soon, access to a handheld computer / cellphone, which can be activated by voice or touch, connected via the cloud to infinite applications and storage, so they can work, invent, entertain, collaborate and learn for less money than ever before.

When the world gets this hyperconnected, adds Mundie, the [エ] at which every job and industry changes also goes into hypermode. "In the old days," he said, "it was assumed that your education would last your whole lifetime. That is no longer true." Because of the way every industry is now being transformed by cheap, fast, connected computing power, the skill required for every decent job is rising as is the necessity of lifelong learning. Mundie added that more and more things you know and tools you use become out of date faster. This is (オ) exacerbating our unemployment problem.

● 強制倒置

・[ ] が文頭 ⇒ 後ろを [ ] にする

・代表例 ⇒ [ ]

・**Only** after an operation will she be able to stand up again.
手術を受けてようやく彼女は再び立てるようになるだろう。

NOTE

In their terrific book, (カ)*Race Against the Machine*, Erik Brynjolfsson and Andrew McAfee of the Massachusetts Institute of Technology note that for the last two centuries it happened that productivity, average income and employment all moved together nicely. "So most economists have had this feeling that if you just boost productivity, the pie grows, and, in the long run, everything else takes care of itself," explained Brynjolfsson in an interview. "But it's entirely possible for the pie to get bigger and some people to get a smaller slice." Indeed, when (キ)the digital revolution gets so cheap, fast, connected and ubiquitous you see this in three ways, Brynjolfsson added: those with more education start to earn much more than those without it, those with the capital to buy and operate machines earn much more than those who can just offer their labor, and those with superstar skills, who can reach global markets, earn much more than those with just slightly less talent.

Put it all together, he added, and you can understand why we have record productivity, wealth and innovation, yet average incomes are falling, inequality is rising and high unemployment remains persistent.

NOTE

(ク) How to adapt? It will require more individual initiative. We know that it will be vital to have more of the “right” education than less, that you will need to develop skills that are complementary to technology rather than ones that can be easily replaced by it. We also know that we need everyone to be innovating new products and services to employ the people who are being liberated from routine work by automation and software. The winners won’t just be those with more IQ (intelligence quotient). It will also be those with more PQ (passion quotient) and CQ (curiosity quotient) to utilize all the new digital tools to not just find a job, but to invent one or reinvent one, and to not just learn but to relearn for a lifetime.

[It’s P.Q. and C.Q. as Much as I.Q. by Thomas L. Friedman, The New York Times, JAN. 29, 2013 © 2023 The New York Times]

問１　下線部（ア）hyperconnected の例として最も適切なものを次の a ～ e の中から一つ選びなさい。

a. telephone marketing　　b. interview　　c. Internet chatting

d. television　　e. airmail letter

問２　下線部（イ）を日本語に訳しなさい。

問３　下線部（ウ）Craig Mundie によれば，現在の社会においてこれまでより活動の場が広がる可能性があるのはだれか，次の a ～ e の中から最も適切なものを一つ選びなさい。

a. elite technologists　　b. application programmers

c. ordinary people　　d. property owners　　e. small businesses

問４　空欄［　エ　］に最も適切なものを次の a ～ e の中から一つ選びなさい。

a. amount　　b. speed　　c. quality　　d. skill　　e. content

問５　下線部（オ）exacerbating の意味に最も近いものを次の a ～ e の中から一つ選びなさい。

a. recalling　　b. solving　　c. illuminating　　d. worsening　　e. explaining

問 6 下線部（カ）*Race Against the Machine* によれば，これまでの 200 年は何が富を増やす要因だったと考えられているか。次の a ～ e の中から最も適切なものを一つ選びなさい。

a. public sentiment　　b. productivity　　c. income
d. employment　　e. government policy

問 7 下線部（キ）the digital revolution がもたらす社会の特徴として当てはまらないものはどれか。次の a ～ e の中から最も適切なものを一つ選びなさい。

a. dictatorial　　b. quick　　c. linked　　d. inexpensive　　e. prevalent

問 8 筆者は現在の社会をどのようにとらえているか。次の a ～ e の中から最も適切なものを一つ選びなさい。

a. productive and wealthy　　b. unchanged and persistent
c. hyperconnected and fair　　d. slow but innovative
e. creative but unequal

問 9 下線部（ク）How to adapt? の例として，最も適切なものを次の a ～ e の中から一つ選びなさい。

a. Get rid of outdated technologies.　　b. Be worth as much as a robot.
c. Keep learning and innovating.　　d. Find a lifelong calling.
e. Have more IQ than CQ.

問 10　本文の内容に合うものを次の a ～ g の中から二つ選びなさい。

a. The attacks on 9/11 and the Great Recession changed the world from connected to hyperconnected.

b. According to Craig Mundie, people today will probably have to keep looking for better jobs till the final days of their lives.

c. Those who live in the hyperconnected society tend to prefer smaller slices of pie, even though they have a big appetite.

d. Brynjolfsson considers education, money and skills to be three important keys for survival in this hyperconnected world.

e. Routine jobs should be performed using technology rather than labor in order to have more free time.

f. The author of this article thinks PQ and CQ are as important as IQ to succeed in this complicated society.

g. All the new technologies such as cellphones and cloud computing will be used for people to find a stable job.

第３講 英語長文演習③

次の英文を読んで，問に答えなさい。

When Tim started a new job as a manager, one of his top priorities was communicating to his office team that he valued each member’s contribution. So at team meetings, as each member spoke up about whatever project they were working（ X ）, Tim made sure he put on his “active-listening face” to signal that he cared about what each person was saying.

But after meeting with him a few times, Tim’s team got a very different message from (1) the one he intended to send. After a few weeks of meetings, one team member was finally brave enough to ask him the question that had been on everyone’s mind. That question was: “Tim, are you angry with us right now?” When Tim explained that he wasn’t at all angry — that he was just putting on his “active-listening face” — his colleague gently explained that his active-listening face looked a lot like his angry face.

According to Heidi Grant Halvorson, a social psychologist at Columbia Business School who has extensively researched how people perceive one another, Tim’s story captures one of the primary problems of being a human being: although you might wish to（ Y ）in a certain way to others, people often perceive you in an altogether different way.

NOTE

One person may think, for example, that by offering help to a colleague, others will see her as generous. But her colleague may interpret her offer as a lack of trust in his abilities. Just as he misunderstands her, she misunderstands him: she offered him help because she thought he was overworked and stressed. He has, after all, been showing up early to work and going home late every day. But that's not why he's keeping strange hours; he just works best when the office is less crowded.

(2) These kinds of misunderstandings lead to conflict and resentment not just at work, but at home too. How many fights between couples have started with one person not understanding what another says and does? He stares at his plate at dinner while she's telling a story and she (Z_1) he doesn't care about what she's saying, when really he is admiring the beautiful meal she made. She goes to bed early rather than watching their favorite television show together like they usually do, and he (Z_2) she's not interested in spending time with him, when really she's just exhausted after a tough day at work.

Most of the time, Halvorson says, people don't realize they are not seen by others the way they think they are. “If I ask you,” Halvorson told me, “about how you see yourself — what traits you would say describe you — and I ask someone who knows you well to list your traits, there will not be much correlation between what you say and what your friend says. There's a big gap between how other people see us and how we see ourselves.”

NOTE

(4) This gap arises, Halvorson explains, from some *quirks of human psychology. First, most people suffer from what psychologists call "(5) the transparency illusion" — the belief that what they feel, desire, and intend is very clear to others, even though they have done very little to communicate clearly what is going on inside their minds. Because people presume they are transparent, (6) they might not spend the time or effort to be as clear about their intentions or emotional states as they could be, giving people around them very little information with which to make an accurate judgment.

"It's quite possible," Halvorson writes, "that how you look when you are slightly frustrated isn't all that different from how you look when you are a little concerned, confused, disappointed, or nervous. Your 'I'm kind of hurt by what you just said' face probably looks a lot like your 'I'm not at all hurt by what you just said' face. And the majority of times that you've said to yourself, 'I made my intentions clear,' or 'He knows what I meant,' you didn't, and he doesn't."

Notes: quirk 特異な行動

[Mixed Signals: Why People Misunderstand Each Other by Emily Esfahani Smith, The Atlantic, Apr 23, 2015 © 2015 The Atlantic Monthly Group, Inc. All rights reserved. Distributed by Tribune Content Agency]

● 前置詞＋関係詞＋ to ＋不定詞

・I need something with which to write. 「私は何か書くものが必要だ。」 ⇒ [　　　　　　　　　　　　　　　　　　　] 理解する !!

A.　空所（　X　）に入る語として最も適切なものを次の（イ)～(ニ）の中から一つ選びなさい。

（イ）about　　（ロ）in　　（ハ）on　　（ニ）with

B.　下線部（1）が指している個所を見つけ，句読点を含め 30 字以内の日本語に訳しなさい。

C.　空所（　Y　）に入る語として最も適切なものを次の（イ)～(ニ）の中から一つ選びなさい。

（イ）appear　　（ロ）exist　　（ハ）reflect　　（ニ）speak

D.　下線部(2)の内容を，50 字前後の日本語で，二つ具体的に説明しなさい。

E.　空所（　Z_1　）と（　Z_2　）に共通して当てはまる語として最も適切なものを次の(イ)～(ニ）の中から一つ選びなさい。

（イ）assumes　　（ロ）hears　　（ハ）looks　　（ニ）seems

F.　下線部（4）の内容に当てはまるものを次の（イ)～(ニ）の中から一つ選びなさい。

（イ）the gap between how you see yourself and how others actually see you

（ロ）the gap between how you try to act and what you actually do

（ハ）the gap between the way you see yourself and the way others see themselves

（ニ）the gap between the way you think others should behave and the way others think they should behave

G.　下線部 (5) の例として最も適切なものを次の (イ)～(ニ) の中から一つ選びなさい。

（イ）I believe all of my friends knew how exhausted I was after I finished that job.

（ロ）I believe everyone was deceived by what the boss said yesterday.

（ハ）I believe the way I see things may be different from the way others see them.

（ニ）I believe it is very hard to recognize if something is almost transparent.

H.　下線部（6）を日本語に訳しなさい。

I.　本文の内容と一致するものを次の（イ)～(ト）の中から二つ選びなさい。ただし，三つ以上選んだ場合は得点を認めません。

(イ) When Tim started working as a manager, he wanted to encourage every team member to speak up.

(ロ) Tim tried so hard to communicate with the members of his team that they were too scared to share their ideas with him.

(ハ) Halvorson's study reveals that though you may try to make yourself understood, there is always room for misunderstanding.

(二) Examples of misunderstanding are found everywhere except at home.

(ホ) People are very happy if others see them almost the same way as they see themselves.

(へ) People often have the false belief that they can see the truth hidden behind other people's behavior.

(ト) It does not matter that your intentions may be misunderstood when you say something to others.

第１講　　解答

<解答>

問１　d　　問２　a　　問３　全訳の下線部を参照。

問４　c　　問５　d　　問６　b　　問７　b　　問８　d

<全訳>

習慣的に遅れてくる人は，その人たちのために待たされる人にとっていらいらするし，困った人と思われる可能性がある。

その人たちの行動の一つの主要な説明は，一見単純そうに見える。心理学者が言うには，人々は単に仕事がどれくらい長くかかるか過小評価しているのだ。

それは計画錯誤と呼ばれるあまり知られていない概念であり，習慣的に仕事の完成を過小評価する強い傾向のことだ。計画錯誤は，変えるのが最も難しい行動パターンの一つであると，専門家は言う。

「これは, あなたが, 人々が治そうとする気になるだろうと思う判断だ」とジャスティン･クルーガーという社会心理学者であり教授が言っていた。「あらゆる種類のことが，人々を思いとどまらせたり，遅刻したことで罰したりするが，逆説的なことに，私たちはその罰や結果がある時でさえ，遅刻をする。」

この種の行動が，職場効率を下げて，昔からの友人が遅い到着を待っている間，彼らの心を乱す可能性がある。研究者は，なぜこれが起きるのかに行きつくのに，あらゆる角度からその問題を研究してきた。

ロジャー・ビューラーという心理学の教授は，人々が平均して 40%も，仕事の完成時間を過小評価すると見積もる。彼の研究は，手紙を出すのと同じくらい小さく，所得税と同じくらい決定的な事態でも同じ問題を発見する。

研究者は，仕事を終えるのが遅い人々の助けになると思われていたいくつかの戦略を試してきた。一つは，過去の経験に基づいて何かをやるのにどれくらいかかるかを予測することだ。もう一つは，仕事をとても詳細な段階に分割することだ。

2004 年の研究で，クルーガー教授や共同研究者が，仕事の中身を明かすか，それを詳細な段階に細分化するとき，個々人があることを終えるのにどれくらいかかるかをもっと正確に見積もるようになったと発見した。2012 年に発表された研究では，人々に外の観察者の見通しから，心の中で仕事を思い描かせることで，その仕事がどのくらい時間がかかるかについて，より現実的な予測ができるとビューラー博士が言っていた。

ジェフ・コンテという心理学の准教授の研究によると，習慣的に遅刻することになるいくつかの個人的な違いがあるとわかった。

彼が共著した 2003 年の研究は，ニューヨークの 181 人の地下鉄の運転手を調査したものだった。その研究によると，マルチタスクを好む人々は，職場に着くのがより遅くなることがわかっていた。

コンテの研究では，A タイプの人すなわち，ペースが速く，成果志向で，時に敵対する人々は，より時間を守る傾向にあると彼は言っていた。B タイプの人，すなわちよりリラックスして，のんきな人たちは，遅く到着する傾向にある。

以前の 3 つの研究を通じて，A タイプは，タイプ B が，1 分が 77 秒で過ぎ去るのに比べて，58 秒で過ぎ去ると概算した。「そこで，もしあなたが 19 秒のギャップがあるなら，その差が時間と共に増える可能性がある」と，コンテ医師が言った。

職場の遅刻の観点からは，ローレンス・T. ホワイトという心理学の教授は，組織にいる心理学者は，従業員が遅刻することは，従業員の子供の年齢で予測できるとわかったと言った。子供が幼ければ幼いほど，それだけ従業員が到着するのが遅れる可能性が高くなる。従業員の遅刻は，また仕事満足度が低いことや組織への忠誠がないことでも予測できると彼は言っていた。

第１講　重要語彙リスト　　＊一つ一つ何度も繰り返して，覚えてください

1	habitually	習慣的に
2	frustrating	いらいらする
3	confusing	困惑する
4	deceptively	一見～のように見える
5	underestimate	過小評価する
6	concept	概念
7	fallacy	錯誤
8	tendency	傾向
9	completion	完成
10	motivate	動機付ける
11	discourage	妨げる
12	punish A for B	A を B で罰する
13	paradox	逆説
14	consequence	結果
15	efficiency	効率
16	drive A to B	A を B に追いやる
17	distraction	気を散らすもの，娯楽
18	angle	角度
19	estimate	見積もる
20	on average	平均して
21	issue	問題
22	income	収入
23	strategy	戦略
24	involve	含む
25	predict	予言する
26	break down A into B	A を B に分解する
27	detailed	詳細な
28	provide	提供する
29	prompt O to do	O に～するように促す
30	picture	描く
31	perspective	見通し
32	personality	個性
33	contribute to	貢献する
34	examine	調査する
35	operator	運転手
36	hostile	敵意のある
37	punctual	時間を守る
38	add up	増える
39	in terms of ～	～の観点で
40	commitment	献身

第１講 音読用白文 ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩

Habitually late people can be frustrating and confusing to anyone kept waiting for them.

One main explanation for their behavior is deceptively simple, psychologists say: People simply underestimate how long a task will take.

That's a little-known concept called the planning fallacy, which is a strong tendency to habitually underestimate task completion. The planning fallacy is one of the most difficult behavioral patterns to change, experts say.

"This is a judgment that you'd think that people would be motivated to get right," said Justin Kruger, a social psychologist and professor. "There are all sorts of things discouraging and punishing people for being late, and the paradox is we're late even when those punishments and consequences exist."

This kind of behavior can slow down workplace efficiency and drive longtime friends to distraction while they wait for a late arrival. Researchers have studied the problem from all angles to get to why this happens.

Roger Buehler, a psychology professor, estimates that people on average underestimate task-completion time by as much as 40%. His studies have found the same issues for matters as small as mailing a letter and as critical as income taxes.

Researchers have tested several strategies that have been found to help people slow to finish their work. One involves predicting how long it will take to get something done based on past experiences. Another is breaking down a task into very detailed steps.

In a 2004 study, Dr. Kruger and a co-researcher found that when "unpacking" a task — or breaking it down into detailed steps — individuals provided more accurate estimates of how long something would take to get done. A study published in 2012 found that prompting people to mentally picture a task from the perspective of an outside observer caused them to make more realistic predictions about how long the tasks might take, said Dr. Buehler.

The research of Jeff Conte, an associate psychology professor, has found

that there are some personality differences that can contribute to habitual lateness.

A 2003 study he co-wrote examined 181 subway operators in New York City. The study found that those who preferred multi-tasking were more often late arriving at work.

In Dr. Conte’s research, Type A individuals — those who are fast-paced, achievement-oriented and hostile at times — tend to be more punctual, he said. Type B individuals, who are more relaxed and easy-going, tend to arrive later.

Across three previous studies, Type A individuals estimated that a minute passed in 58 seconds, compared with 77 seconds for Type B individuals. “So if you have an 19-second gap ... that difference can add up over time,” Dr. Conte said.

In terms of workplace lateness, Lawrence T. White, a psychology professor, said organizational psychologists have found that employee lateness can be predicted by the age of an employee’s child. The younger the child, the more likely the employee will arrive late. Employee lateness is also predicted by low job satisfaction and a lack of organizational commitment, he said.

第２講　解答

＜解答＞

問１　c　　問２　全訳の下線部を参照。

問３　c　　問４　b　　問５　d　　問６　b　　問７　a

問８　e　　問９　c　　問 10　d, f

＜全訳＞

とても大きなことがここ十年で起きた。世界は，全ての仕事，産業や学校に影響を与える方法で，接続時代から超接続時代へと移行したが，9.11 以降の世界的金融不況で，大部分が隠されていた。2004 年には，フェイスブック，ツイッター，クラウドコンピューティング，4G ワイヤレス通信，超高速ブロードバンド，ビッグデータ，スカイプ，システムオンチップ回路，iPhone，iPod，iPad，そして携帯電話アプリは存在しなかったか，あるいは黎明期（れいめいき）にあった。

今日，これら全てのことが存在するだけではなく，組み合わさって，私たちは接続時代から超接続時代へと移行している。現在，クレイグ・マンディというマイクロソフトのトップ技術者の一人は，エリートだけではなく，あらゆる場所のほぼ全員が，携帯できるコンピューターや携帯電話を利用できるか，もしくは，まもなく利用できるようになることに注目している。そしてそれは，音声や触れることで動かすことができ，無限のアプリやストレージにクラウド経由で接続できるので，以前よりもお金をかけずに，仕事や発明，娯楽，共同作業や学習ができるのだ。

世界がこの超接続時代になると，全ての仕事や産業が変化するスピードも同様にハイパーモードになると，マンディは付け加える。「その昔，教育は一生涯続くものだと思われていた。それはもはや真実とは言えない。」全ての産業が，安く，速く，ネット接続されたコンピューターの影響で現在変わりつつあるせいで，全てのきちんとした仕事に要求される技術レベルが，生涯学習の必要性と同様に，上昇している。マンディは，ますます多くの既知のことや現在使用している道具が時代遅れになる速度が速まると付け加えた。これが，失業問題を悪化させているのだ。

マサチューセッツ工科大のエリック・ブリニョルフソンとアンドリュー・マカフィーは，名著『機械との競争』の中で，ここ二世紀の間，生産性，平均収入と雇用が，偶然全て一緒によい方向に動いていたことに注目する。「そこで, ほとんどの経済学者が，生産性を高めさえすれば，全体が成長し，長期的には，他の全てが自ずとうまくいく

のだという感覚を抱いてきた。」と，会見でブリニョルフソンが説明した。「しかし，全体がより大きくなっても，手にできる分け前が小さくなる人がいるということも，十分にありうる。」実際に，デジタル革命が，とても安く速くネット接続して，どこにでもあるとき，この状況を三つの方法で目にすると，ブリニョルフソンは付け加えた。つまり，より教育を受けた人は，そうでない人よりずっと多くのお金を稼ぐようになり，機械を購入し操作する資金のある人は，労働力を提供することしかできない人よりずっと多くを稼ぐようになり，グローバル市場に参入する超 A 級の技術をもつ人は，ほんのちょっと才能が足りない人よりもずっと多くを稼ぐようになるのだ。

全てをまとめると，私たちが記録的な生産性，富，イノベーションを起こしているのに，なぜ平均収入が減り続けて，不平等は拡大して，高い失業率が続くのかを理解できると，彼は付け加えた。

どう適応すべきか。それにはもっと多くの個人の独創力が必要となるだろう。私たちは，「適切な」教育をより多く受けることがとても重要だろうということ，科学技術で容易に置き換えられる技術よりもむしろ，科学技術をのばす必要があるだろうということを知っている。私たちはまた, 自動化やソフトウェアによってルーティンワークから解放されつつある人々を雇用するためには，全ての人が新しい商品やサービスのイノベーションをもたらす必要があることも知っている。勝者になるのは，より高い IQ（知能指数）を備えた人だけにはとどまらないだろう。それはまた，仕事を見つけるだけではなくて，仕事を作り出したり，刷新したりする，また単に学ぶだけではなく，生涯にわたって学び直すために全ての新しいデジタルツールを利用することのできる，より高い PQ（情熱指数）や CQ（好奇心指数）を備えた人であるだろう。

第２講　重要語彙リスト　　＊一つ一つ何度も繰り返して，覚えてください

1	impact	影響を与える
2	disguise	隠す
3	recession	不況
4	in one’s infancy	初期の
5	in combination	組み合わさって
6	note	注目する
7	virtually	ほぼ
8	have access to	利用できる
9	activate	活性化する
10	via	～経由で
11	infinite	無限の
12	collaborate	協働する
13	assume	思い込む
14	transform	変形させる
15	decent	きちんとした
16	out of date	すたれた，時代遅れの
17	exacerbate	悪化させる
18	terrific	素晴らしい
19	It happens that ～ .	偶然～
20	pie	合計，全体
21	in the long run	結局は，長期的には
22	ubiquitous	遍在（へんざい）する，どこにでもある
23	capital	資金
24	operate	操作する
25	slightly	わずかに
26	persistent	存続する，持続する
27	adapt	適応する
28	initiative	独創力
29	vital	とても重要な
30	complementary	相補的な
31	replace	置き換える
32	liberate	解放する
33	automation	自動化
34	utilize	利用する

第２講　音読用白文　①　②　③　④　⑤　⑥　⑦　⑧　⑨　⑩

Something very big happened in the last decade. The world went from connected to hyperconnected in a way that is impacting every job, industry and school, but was largely disguised by post-9/11 and the Great Recession. In 2004, Facebook, Twitter, cloud computing, 4G wireless, ultra-high-speed bandwidth, big data, Skype, system-on-a-chip (SOC) circuits, iPhones, iPods, iPads and cellphone apps didn’t exist, or were in their infancy.

Today, not only do all these things exist, but, in combination, they’ve taken us from connected to hyperconnected. Now, notes Craig Mundie, one of Microsoft’s top technologists, not just elites, but virtually everyone everywhere has, or will have soon, access to a handheld computer / cellphone, which can be activated by voice or touch, connected via the cloud to infinite applications and storage, so they can work, invent, entertain, collaborate and learn for less money than ever before.

When the world gets this hyperconnected, adds Mundie, the speed at which every job and industry changes also goes into hypermode. “In the old days,” he said, “it was assumed that your education would last your whole lifetime. That is no longer true.” Because of the way every industry is now being transformed by cheap, fast, connected computing power, the skill required for every decent job is rising as is the necessity of lifelong learning. Mundie added that more and more things you know and tools you use become out of date faster. This is exacerbating our unemployment problem.

In their terrific book, *Race Against the Machine*, Erik Brynjolfsson and Andrew McAfee of the Massachusetts Institute of Technology note that for the last two centuries it happened that productivity, average income and employment all moved together nicely. “So most economists have had this feeling that if you just boost productivity, the pie grows, and, in the long run, everything else takes care of itself,” explained Brynjolfsson in an interview. “But it’s entirely possible for the pie to get bigger and some people to get a smaller slice.” Indeed, when the digital revolution gets so cheap, fast, connected and ubiquitous you see this in three ways, Brynjolfsson added: those with more education start to earn much more than those without it,

those with the capital to buy and operate machines earn much more than those who can just offer their labor, and those with superstar skills, who can reach global markets, earn much more than those with just slightly less talent.

Put it all together, he added, and you can understand why we have record productivity, wealth and innovation, yet average incomes are falling, inequality is rising and high unemployment remains persistent.

How to adapt? It will require more individual initiative. We know that it will be vital to have more of the “right” education than less, that you will need to develop skills that are complementary to technology rather than ones that can be easily replaced by it. We also know that we need everyone to be innovating new products and services to employ the people who are being liberated from routine work by automation and software. The winners won’t just be those with more IQ (intelligence quotient). It will also be those with more PQ (passion quotient) and CQ (curiosity quotient) to utilize all the new digital tools to not just find a job, but to invent one or reinvent one, and to not just learn but to relearn for a lifetime.

第３講　　解答

＜解答＞

A.　ハ

B.　一人一人の発言を，しっかり聞いているというメッセージ。

C.　イ

D.　ある女性が，親切心から同僚を助けようと申し出たが，その同僚は，自分の能力への不信感ととらえてしまう誤解。

　同僚が，仕事が多くて困っていると思ったが，実は，オフィスが空いている時間に仕事をしていたという誤解。

E.　イ

F.　イ　　　　G.　イ

H.　全訳の下線部を参照。

I.　イ，ハ

＜全訳＞

　ティムがマネージャーとして新しい仕事を始めたとき，彼の優先事項の一つは，自分のオフィスのチームに，各メンバーの貢献度を評価しているということを伝えることだった。だから，チームミーティングで，各メンバーが，取り組んでいるあらゆる計画についてはっきりと発言するとき，自分がそれぞれの発言を気にかけていると伝えるために，ティムは「積極的に聞く表情」を必ずするようにしていた。

　しかし，数回彼とミーティングをすると，ティムのチームは彼が送ろうと意図していたのと全く異なるメッセージを受け取っていた。ミーティングの数週間後に，チームの一人のメンバーが，とうとう勇気を出して，彼にみんなの心にある疑問をぶつけてみた。その疑問は,「ティム, あなたは今私たちに腹を立てているの？」だった。ティムが，彼が全く怒っていない，すなわちただ「積極的に聞いている表情」をしているだけだと説明すると，彼の同僚は，その積極的に聞いている表情が，怒った顔と非常に似ていると，穏やかに説明した。

　ハイディ・グラント・ハルバーソンというコロンビア・ビジネス・スクールの社会心理学者で，人々がお互いをどう認識しているかを広範囲に研究している人によると，ティムの話は，人間であることの主要な問題の一つをとらえている。すなわち，あなたは他人にある方法で見られることを望んでいるかもしれないが，人々はしばしば全

く違った方法であなたを認識しているのだ。

例えば，ある人は同僚に助けを申し出ることで，他の人は彼女を寛大とみるだろうと思うかもしれない。しかし，彼女の同僚は，彼女の申し出を自分の能力に信頼がないからだと解釈するかもしれない。ちょうど彼が彼女を誤解するのと同じように，彼女は彼を誤解する。彼女が彼に助けを申し出たのは，彼が働きすぎで，ストレスがたまっていると思ったからだ。彼は，とにかく，毎日職場に早く来て，遅くに帰宅していた。しかし，それは，彼がおかしな労働時間を続けていた理由ではない。彼は，単にオフィスが混んでいないときに最も働いているだけなのだ。

こういった類の誤解のせいで，職場だけではなく家でも衝突や怒りが生じたりする。どれほど多くの夫婦間のケンカが，一方が，もう一方の発言や行動を理解していないことから始まったであろうか。彼女が話をしているときに，彼が夕食の皿をじっと見ている。実際には，彼は彼女の作った見事な料理に感嘆しているのだが，彼が自分の発言を気にかけていないと彼女は思い込んでしまう。彼女は，いつも二人でするように一緒に大好きなテレビ番組を見ないで，早く寝る。そして，実際には，彼女は一日仕事で大変でとても疲れているだけなのだが，彼女が彼と時間を過ごすことに興味がないと，彼が思い込んでしまう。

ハルバーソンが言うには，ほとんどの場合，人々は自分が思っているようには他人に見られていないということを理解していない。「もしあなたがどう自分を見ているか，すなわち自分を説明するのにどんな特徴を口にするかを，私があなたに尋ね，そして，あなたをよく知る人にあなたの特徴をあげるように私が頼んだとしたら，あなたの発言とあなたの友人の発言にあまり相関関係はないだろう。他人が私たちをどう見るかと私たちが自分をどう見るかの間には大きな溝がある。」とハルバーソンは私に語った。

ハルバーソンが説明するには，この溝は，人間心理のいくつかの特異な行動から生じる。まず，ほとんどの人が心理学者の言う「透明性の錯覚」に悩まされるが，この「透明性の錯覚」とは，自分の心の中で起きていることをはっきり伝えるのにごくわずかのことしかしないのに，自分の感情や望み，意図が他人にとても明確になっているとする思い込みのことだ。人は，自分が透明だと仮定するので，自分の意図や感情の状態についてできる限りはっきりとさせるために，時間や労力を費やさず，周りの人々に，正確な判断をするためのごくわずかの情報しか与えていないかもしれない。

ハルバーソンは本の中で述べている。「ちょっといらいらしているときにどう見えるかは，ちょっと心配，困惑，失望していたり神経質になったりしているときにどう見えるかとそれほど異なるものではないということは，かなりありうる。『私はあな

たが今言ったことでちょっと傷付いている』というあなたの表情は，『私はあなたが今言ったことに全く傷付いていない』というあなたの表情とおそらくとても似ている。そして, あなたが心の中で,『私は自分の意図を明確にした』とか『彼は私の意図を知っている』と思っていた場合の大部分は，実際は意図を明確にしていなかったし，彼は意図をわかっていなかったのだ。」

第３講　重要語彙リスト　　＊一つ一つ何度も繰り返して，覚えてください

1	priority	優先事項
2	communicate	伝える
3	contribution	貢献
4	work on	取り組む
5	make sure	確認する
6	put on	身に付ける
7	signal	伝える
8	intend to do	～することを意図する
9	brave	勇気のある
10	colleague	同僚
11	gently	優しく，穏やかに
12	extensively	広範囲に
13	perceive	認識する
14	capture	とらえる
15	primary	主要な
16	altogether	完全に
17	generous	寛大な
18	interpret	解釈する
19	misunderstand	誤解する
20	show up	現れる
21	crowded	混雑した
22	conflict	衝突
23	resentment	怒り
24	stare at	じっと見つめる
25	admire	感嘆する
26	exhaust	疲弊させる
27	trait	特色，特徴
28	describe	説明する
29	correlation	相関関係
30	gap	溝
31	arise from	～から生じる
32	transparency	透明
33	illusion	錯覚，幻想
34	desire	望む
35	presume	仮定する
36	effort	努力
37	intention	意図
38	accurate	正確な
39	judgment	判断
40	frustrate	いらいらさせる

第３講 音読用白文 ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩

When Tim started a new job as a manager, one of his top priorities was communicating to his office team that he valued each member's contribution. So at team meetings, as each member spoke up about whatever project they were working on, Tim made sure he put on his "active-listening face" to signal that he cared about what each person was saying.

But after meeting with him a few times, Tim's team got a very different message from the one he intended to send. After a few weeks of meetings, one team member was finally brave enough to ask him the question that had been on everyone's mind. That question was: "Tim, are you angry with us right now?" When Tim explained that he wasn't at all angry — that he was just putting on his "active-listening face" — his colleague gently explained that his active-listening face looked a lot like his angry face.

According to Heidi Grant Halvorson, a social psychologist at Columbia Business School who has extensively researched how people perceive one another, Tim's story captures one of the primary problems of being a human being: although you might wish to appear in a certain way to others, people often perceive you in an altogether different way.

One person may think, for example, that by offering help to a colleague, others will see her as generous. But her colleague may interpret her offer as a lack of trust in his abilities. Just as he misunderstands her, she misunderstands him: she offered him help because she thought he was overworked and stressed. He has, after all, been showing up early to work and going home late every day. But that's not why he's keeping strange hours; he just works best when the office is less crowded.

These kinds of misunderstandings lead to conflict and resentment not just at work, but at home too. How many fights between couples have started with one person not understanding what another says and does? He stares at his plate at dinner while she's telling a story and she assumes he doesn't care about what she's saying, when really he is admiring the beautiful meal she made. She goes to bed early rather than watching their favorite television show together like they usually do, and he assumes she's not

interested in spending time with him, when really she’s just exhausted after a tough day at work.

Most of the time, Halvorson says, people don’t realize they are not seen by others the way they think they are. “If I ask you,” Halvorson told me, “about how you see yourself — what traits you would say describe you — and I ask someone who knows you well to list your traits, there will not be much correlation between what you say and what your friend says. There’s a big gap between how other people see us and how we see ourselves.”

This gap arises, Halvorson explains, from some quirks of human psychology. First, most people suffer from what psychologists call “the transparency illusion” — the belief that what they feel, desire, and intend is very clear to others, even though they have done very little to communicate clearly what is going on inside their minds. Because people presume they are transparent, they might not spend the time or effort to be as clear about their intentions or emotional states as they could be, giving people around them very little information with which to make an accurate judgment.

“It’s quite possible,” Halvorson writes, “that how you look when you are slightly frustrated isn’t all that different from how you look when you are a little concerned, confused, disappointed, or nervous. Your ‘I’m kind of hurt by what you just said’ face probably looks a lot like your ‘I’m not at all hurt by what you just said’ face. And the majority of times that you’ve said to yourself, ‘I made my intentions clear,’ or ‘He knows what I meant,’ you didn’t, and he doesn’t.”

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